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Country programme document for Zambia (2016-2021)

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I. Programme rationale

"By 2030, Zambians aspire to live in a strong and dynamic middle-income industrial nation that provides opportunities for improving the wellbeing of all, embodying values of socioeconomic justice".

Zambia Vision 2030

1. Following Zambia's graduation into lower-middle-income country (LMIC) status and the medium human development category, the United Nations system in Zambia and the Zambian Government have agreed to shift from development assistance to partnership. Reflecting the sustainable development agenda and Zambia's own 'Vision 2030', they have set out their collective aspirations for transformation in an innovative Zambia-United Nations Sustainable Development Partnership Framework 2016-2021 (the Partnership Framework). Zambia is a Delivering as One (DaO) self-starter country and the Partnership Framework aims to 'deliver transformation as one'. The Partnership Framework builds on the 2014 Human Development Report finding that populations that are marginalized from socioeconomic progress and suffer persistent vulnerability are not only left behind but their very exclusion constitutes a persistent drag on overall development. The Partnership Framework was designed with an explicit human rights intent and is anchored on three sustainable development pillars: inclusive social development; environmentally sustainable economic development; and governance and participation. This country programme document identifies the comparative advantage of UNDP within the United Nations Country Team (UNCT) and articulates its contribution through the Partnership Framework as thought leader, innovator, enabler and integrator of different programming and funding mechanisms.

2. In 2015, Zambia is on the path to achieving its Vision 2030. Underpinned by political and social stability, multiparty democracy and prudent macroeconomic management, Zambia has experienced robust macroeconomic performance over the last 10 years. Gross domestic product (GDP) growth has averaged 6 per cent per year in a non-inflationary environment. Growth has been driven by strong performance in the extractive industry (mining), construction, transport and communication sectors and, cyclically, by agriculture. In 2010 Zambia graduated to LMIC status and gained wider access to global financial markets. Between 2005 and 2014, foreign direct investment[1] increased from $357 million to $2.2 billion. Driven by sustained increases in per capita income, life expectancy and education, Zambia was classified as a medium human development country in 2014.[2] Human development and Millennium Development Goal outcomes have, however, been unable to keep pace with economic performance, and aggregate average improvements mask pervasive inequalities in the country which is still classified among the least developed by the United Nations. Overall, progress towards achievement of the Goals has been partial: only the targets for primary education and HIV/AIDS have been met.[3] Poverty levels have dropped from 68 per cent (2004) to 60.5 per cent (2010), and extreme poverty varies from 11.5 per cent in urban Lusaka to 70 per cent in rural Luapula province.[4] When adjusted for inequality, Zambia's Human Development Index score drops by 35 per cent.[5] Youth unemployment is high due in part to limited incentives for the

[1] 2014 State of the Zambian Economy Brief, Ministry of Finance.
[2] 2014 Human Development Report.
[3] Zambia's HIV Prevalence Rate has declined from 14.3 per cent in 2007 to 13.3 per cent in 2014.
[4] 2006, 2010 Central Statistics Office, Living Conditions Monitoring Survey.
[5] 2014 Human Development Report.

private sector to invest in productive sectors that generate new job opportunities. This is exacerbated by low skill levels among the youth.

3. Negative social and cultural norms are deep seated, leading to gender-based inequalities. In 2014, Zambia's Gender Inequality Index was 0.617, ranking it 133 of 149 countries.[6] While the net primary school enrolment rates for girls and boys are at par, only 27.9 per cent of girls complete secondary school, with even lower rates of progress at tertiary level. Women's access to and control over productive assets such as land are unequal; only 13 per cent of women in Zambia own land compared to 35 per cent of men. Over 10,000 cases of gender-based violence are reported annually, including various forms of physical and emotional abuse. Early marriages represent 45 per cent of marriages, and while most types of gender-based violence are legally condemned, many are socially condoned and often considered justifiable by the victims themselves.[7] Only 13 per cent of current Members of Parliament are women, and only 6.4 per cent of local government representatives are women.

4. Persistent inequalities reflect the structural composition of Zambia's economy and its expansive territory, which has marked regional differences in resources. Although Zambia has abundant natural resources, the economy relies heavily on extractive industries which account for over 70 per cent of export earnings, employ less than 2 per cent of the population[8] and expose the country to the volatility of world copper prices. Sixty-five per cent of the country's 14 million people live in rural areas, where they depend on subsistence agriculture and fishing. Of the 3 million men and 2.8 million women in the work force, only 800,000 are formally employed, with the remainder either unemployed or informally employed.[9] Inequalities are aggravated by the preponderance of capital-intensive sectors and low value-addition extractive industries as growth drivers in Zambia's labour-abundant economy. Income distribution, as measured by the Gini coefficient, has worsened from 0.57 in 2004 to 0.65 in 2010, placing Zambia among the most unequal countries in the world.

5. Zambia's natural resources have vast potential for stimulating economic growth through increased food production, nature-based tourism, forest products and primary products. At present, most natural resources are exported as raw materials with little value addition, inhibiting industrialization, economic diversification and the creation of jobs. Poorly regulated utilization of natural resources and climate variation undermine the potential of those resources to contribute to poverty reduction and a low-carbon-emission development path. Agricultural production methods based on extensive farming systems and limited alternative sources of energy exacerbate deforestation and compromise climate change mitigation and adaptation.

6. The Government's strategic development focus seeks to address low levels of employment, promote rural development, reduce widening inequalities and promote economic diversification. The economy requires adequate capacity to capture revenues from Zambia's vast natural resources and reallocate them across the country to reduce income-related and regional inequalities through investments in both social and productive sectors. A primary goal is to ensure a national response that creates an environment with greater social justice and equity in accessing

[6] Ibid.
[7] 2015 Africa Scorecard on Violence Against Women & Girls.
[8] 2014 Zambia Common Country Assessment.
[9] 2012 Zambia Labour Force Survey.

fundamental drivers of development, namely education, health, food security and jobs, especially among women and youth.

7. The Government prioritizes the development of national capacity for transforming deep-seated negative sociocultural norms, values and determinants that undermine participation in national processes, fuel gender inequality and marginalize sections of the community. Limited participation in national processes such as elections undermines the national mandate of government.[10] Limited transparency and accountability and inadequate implementation capacity in national institutions adversely affect achievement of development results: in 2012, 55 per cent of national audits undertaken were qualified and only 58 per cent of the programmes of the Sixth National Development Plan (SNDP) had been implemented.[11] Weak integration of planning processes has undermined the coherence of national policies and programmes.

8. Zambia has ratified most of the international and regional conventions and protocols, although weak implementation and monitoring of these instruments has delayed their domestication and operationalization.

Major outcome-level successes

9. During the 2010-2015 country programme, major outcome successes were achieved in: (a) developing capacities in key national institutions to discharge their mandates (e.g., the capacity of the Ministry of Health to manage grants from the Global Fund to Fight AIDS, Tuberculosis and Malaria and be able to return to its role as a Principal Recipient, and strengthening of the Electoral Commission to be a credible, independent electoral management body);[12] (b) translating results of pilot projects into key national policies (e.g., UNDP supported two successful pilots for adaptation to climate change among small-scale farmers that informed policy formulation and currently serve as a basis for scaling up and for community-based natural resource management which informed revision of forest and wildlife policies;[13] and (c) advocating for legislation to address gender-based violence and the removal of discriminatory clauses in the legal frameworks.[14]

10. These results form a basis for implementing the proposed country programme focusing on: (a) providing support for developing strategies that target communities and community leaders to address social and behavioural change for gender equality; (b) working with political parties to further intraparty democracy and selection of female candidates; (c) building the capacities of national counterparts to develop and implement coherent policies and legal and accountability frameworks for areas such as management of extractive industries; and (d) assisting the country to mobilize additional resources for sustainable development, particularly for implementation of climate-change mitigation and upscaling adaptation measures. The country programme has taken into account the environmental and social safeguards which will be amplified within the development and implementation of the projects.

[10] 2015 Presidential National Election report.

[11] SNDP midterm review.

[12] Midterm evaluation of the 2011-2015 UNDP country programme and country programme action plan (CPAP) and 2014 evaluation of the Zambia United Nations Development Assistance Framework.

[13] Midterm and final evaluations of: (a) Lake Tanganyika Integrated Management Programme; (b) Reclassification and Effective Management of Protected Areas System Project; and (c) Adaptation to Climate Change Adaptation Project.

[14] Final evaluation of the United Nations Joint Gender Support Programme and midterm evaluation of the programme for the protection and promotion of women's and children's rights.

Lessons learned

11. From the above cited evaluations, the following lessons have informed the design of the proposed country programme:

(a) In community-based interventions that seek to remove social and cultural barriers, traditional leaders have been particularly effective as agents of change. UNDP will continue to foster their engagement and support community-based programming within a larger framework of supporting the Government;

(b) To strengthen the nexus between upstream and downstream interventions, in particular where the downstream activities are designed to stimulate demand and access by rights holders;

(c) Joint programming increases the capacity of the United Nations system to deliver on results. Within DaO, UNDP will continue working with other agencies to deliver joint programmes according to clear comparative advantage and complementarity.

II. Programme priorities and partnerships

12. The three pillars of the 2016-2021 Zambia-United Nations Sustainable Development Partnership Framework (inclusive social development, environmentally sustainable economic development, and governance and participation) seek to address pervasive inequalities and ensure inclusiveness of interventions through eight outcomes. Within the pillars on inclusive social development and environmentally sustainable economic development, a human rights-based approach led to the development of mutually reinforcing outcome pairs that place equal emphasis on improving the capacity and performance of duty bearers (the institutional supply side) and stimulating rights holders (the people-centred demand side). The governance and participation pillar, an enabling and cross-cutting pillar underpinning the first two, in turn contains four distinct outcomes supporting: (a) enhanced capacities for evidence gathering for policymaking and implementation; (b) enhanced capacities for management of public resources; (c) people's participation in democratic processes; and (d) overall support to strengthen the human rights architecture and access to justice.

13. The country programme enunciates the UNDP contribution to four of these Partnership Framework outcomes to ensure that:

(a) productive sectors expand income-earning opportunities that are decent and sustainable, especially for youth and women in the poorest areas. In achieving this outcome, UNDP will seek partnerships with the private sector, particularly in the extractive, agriculture and energy sectors, to develop and support projects/programmes together;

(b) national institutions at all levels target, manage, coordinate and account for resources for equitable service delivery;

(c) Zambia promotes equitable and effective participation in national and democratic processes, especially by women, youth and marginalized groups;

(d) protection and promotion of human rights and human security, access to justice and gender equality with particular focus on the rights of marginalized and vulnerable groups are improved.

14. These outcomes are linked to three UNDP strategic outcomes: environmentally sustainable inclusive economic growth; democratic governance for enhanced citizens' participation; and strengthening institutions to ensure access to basic services. These focus areas are expected to strengthen policy coherence, accountability, institutional reform and public participation for reduction of poverty and inequalities. The successful experience of UNDP as Principal Recipient of Global Fund grants will be leveraged in support of Zambia's efforts to access and manage additional financing from existing and emerging vertical funds such as the Green Climate Fund. This will include support to funding applications, grant management and implementation support, capacity-building of relevant institutions and integration of earmarked funding streams into multidimensional development responses.

15. The country programme's main strategies are premised on innovative approaches to supporting the Government to develop capacities and institutions that can respond quickly to internal and external shocks. This includes upstream support to transformative institutional and capacity development required to promote national programme and policy coordination and coherence. At the same time, the country programme will support the downstream transformation of negative social and cultural traditions to facilitate broad-based participation, greater transparency, more accountability, wider adherence to the rule of law and better response to climate change.

16. Building on an ongoing partnership scan, the programme is premised on broad partnerships with members of the Development Assistance Committee of the Organisation for Economic Co-operation and Development[15], Brazil, China and South Africa and vertical funds.[16] In the new programming cycle, new partnerships will be pursued with local and international private sector as well as with philanthropists. Collaborative partnerships with civil society organisations will be enhanced. The programme will also tap into the network of United Nations agencies, funds and programmes. It is expected that DaO will contribute to rationalization and leveraging of resources as well as reinforcing the impact of United Nations support through greater programme and operational synergies.

17. Zambia's rich natural and mineral resource endowment is not yet fully contributing towards sustainable development and livelihoods. The country programme will focus on creating an enabling environment and strengthening institutions for effective management of natural resources, including extractive industries through expanding management options, responding to climate change and removing the barriers for promoting alternative energy sources accessible to all. This is expected to contribute towards poverty reduction and reduction in inequalities, particularly between urban and rural areas of Zambia. Intended results include climate change resilience and low emission development; and increased sustainable productive capacities that are conducive to economic diversification and contribute to employment and sustainable livelihoods.

18. The strategies that will be employed include: supporting policy reforms in natural resource management and energy sectors; strengthening institutions and systems for effective management of natural resources; and promoting alternative energy sources to mitigate deforestation. Institutional capacity will be enhanced to access and manage non-official development assistance funds for scaling up adaptation and mitigation measures. In 2015, the country office began to implement a South-South cooperation programme with China, funded by the Government of Denmark, to promote technology transfer for renewable energy. Other initiatives for skills transfer for natural resource and extractive industry management are in the pipeline with Indonesia and Chile.

[15] Finland, Ireland, Japan, Norway, Sweden, United Kingdom and United States, and the European Union.
[16] Global Environment facility, Green Climate Fund and the Global Fund to Fight AIDS, Tuberculosis and Malaria.

19. A key innovation of this country programme, mirroring the approach taken across the United Nations system in Zambia in the Partnership Framework, is the establishment of the governance and participation pillar as an enabler to address the underlying conditions required for the success of the other two pillars. The strategies in this result area will include technical support for legal and policy reforms as well as design and implementation of pilots for customization and demonstration of interventions. Intended results will include domestication of regional and international conventions. Other interventions include constitutional reform, legal reforms on natural resource management and extractive industries, elimination of discrimination, promotion of gender equality, increasing access to justice and support the decentralisation process. Selected oversight institutions will be strengthened to fulfil their accountability, participation and representation functions. Other results will be the increased capacity of citizens to hold national institutions accountable, working with an array of partners including the Government and civil society to promote dialogue for effective and transparent engagement.

20. In the first half of the country programme period and building on prior work as Global Fund Principal Recipient, interventions will strengthen supply chain management and other capacities in the Ministry of Health and Medical Stores Limited (an autonomous government agency). This will result in an improved policy environment for equitable distribution of services to vulnerable populations in peri-urban and rural areas. Further results are also expected in strengthening services to prevent and address sexual and gender-based violence as well as removing barriers hindering women's and targeted key population's access to HIV and AIDS services.

21. UNDP will continue working with the Ministry of Gender to provide policy guidance and coordination for the implementation of the Anti-Gender-Based Violence Act of 2011. Work will continue with the judiciary to strengthen handling of gender-based violence cases, as well as on wider judicial reform to ensure access to justice. As part of the Joint United Nations Team on AIDS, UNDP will support the development of national investment approaches to provide comprehensive HIV and AIDS services.

22. Zambia has acceded to most international and regional human rights instruments. However, there are challenges in their domestication. UNDP support will combine upstream and downstream interventions to promote gender equality and access to justice, particularly for women and marginalized populations. It will seek to strengthen the institutions and the environment as well as stimulate demand and access by rights holders. This work will extend as required across all areas of intervention by the UNCT to bring about fulfilment of human rights and respect for the rule of law.

III. Programme and risk management

23. The country programme responds to the agreed Partnership Framework and will be nationally executed within the framework of the 1983 Standard Basic Assistance Agreement to enhance national ownership and leadership. Implementation will be mainly through the national implementation modality. However, programme components of a sensitive nature or where independence of opinion is critical will be implemented through direct implementation modality.

24. The Government and UNDP will coordinate the financial/procurement capacity assessments through the harmonized approach to cash transfers while working with other United Nations agencies in the context of DaO. UNDP will support capacity-building efforts to address the identified constraints among implementing partners.

25. This country programme document outlines the contributions of UNDP to national results and serves as the primary unit of accountability to the Executive Board for results alignment and resources assigned to the programme at country level. Accountabilities of managers at the country, regional and headquarter levels with respect to country programmes is prescribed in the organization's programme and operations policies and procedures and the internal controls framework.

26. The ongoing handover of the role of Global Fund Principal Recipient to the Government will lead to a reduction in the volume of resources delivered by UNDP to the country. The programme may face the following risks:

(a) **Financial.** Reduced grant financing for development programmes due to Zambia's LMIC status. This risk will be mitigated by supporting the Government to access new and emerging funds and through the development of national capacities for mobilization and better targeting of internal resources such as the Green Climate Fund;

(b) **Political.** Poor coherence of policies and programmes leading to poor service delivery. Across the DaO context, UNDP will support integrated approaches to policy formulation and implementation to achieve greater policy impact;

(c) **Data.** Limited availability of empirical evidence for more accurate targeting of interventions. This will be mitigated by a strong research agenda and collaboration with the Regional Service Centre for Africa, headquarters units, United Nations agencies and national research agencies.

IV. Monitoring and evaluation

27. Monitoring and evaluation will be guided by the relevant UNDP policies and procedures and the indicators in the country programme results framework (see annex) which is drawn from the Partnership Framework and the UNDP Strategic Plan, 2014-2017. UNDP will also ensure that monitoring and evaluation arrangements for the country programme are based on national arrangements, except where such systems are lacking.

28. The country office has instituted management arrangements to ensure regular monitoring of progress and risks, with the engagement of implementing partners and stakeholders. UNDP will complement information and data for monitoring and evaluation with research, within the context of the Partnership Framework and in collaboration with other United Nations agencies.

29. Evaluations will be based on the evaluation plan approved by the Executive Board which includes a balanced selection of outcome and programme/project evaluations. Emphasis will be on the utility of the evaluations through analysing the findings and monitoring the recommendations.

30. Independent country programme evaluations and the assessment for development results whenever applicable will be the main instrument for assessment of the UNDP contribution to national development results. Under DaO, UNDP will conduct joint evaluations where there is collaborative work with other United Nations agencies.

Annex. Results and resources framework for Zambia (2016-2021)

NATIONAL PRIORITY OR GOAL: To create the environment and investment climate consistent with socioeconomic objectives.

PARTNERSHIP FRAMEWORK OUTCOME INVOLVING UNDP No. 1: By 2021, productive sectors expand income earning opportunities that are decent and sustainable, especially for youths and women in the poorest areas.

Related Strategic Plan outcome 1: Growth and development are inclusive and sustainable, incorporating productive capacities that create employment and livelihoods for the poor and excluded
Related Strategic Plan outcome indicator: Hectares of land that are managed sustainably under an in-situ conservation regime, a sustainable use regime and an access- and benefits-sharing regime.

PARTNERSHIP FRAMEWORK OUTCOME INDICATOR(S), BASELINES, TARGET(S)	DATA SOURCE AND FREQUENCY OF DATA COLLECTION, AND RESPONSIBILITIES	INDICATIVE COUNTRY PROGRAMME OUTPUTS (including indicators, baselines targets)	MAJOR PARTNERS/ PARTNERSHIP FRAMEWORKS	INDICATIVE RESOURCES BY OUTCOME ($)
1.1Total value added (% of GDP) by the productive sectors (agriculture, manufacturing, energy, construction, tourism and mining) (i)**Agriculture** Baseline (2014): 8.9 Target (2021): 9.9 (ii)**Manufacturing** Baseline (2014): 7.5 Target (2021): 9.12 (iii) **Energy** Baseline (2014): 2.0 Target (2021): 4.2 (iv) **Tourism** Baseline (2014): 1.4 Target (2021): 2.0 (v) **Mining** Baseline (2014):6.5 Target: (2021): 6.6	Central Statistics Office -National Accounts, Ministry of Commerce Trade and Industry Reports	**Output 1.1**. Government has developed policies, strategies, plans and systems at national and subnational levels to achieve sustainable management of extractives and employment/livelihood intensive productive sectors for reduction of poverty and inequalities. Indicator: Number of operational schemes which expand, diversify the productive base and improve livelihoods based on sustainable production strategies and technologies Baseline: 3 Target: 5 Indicator: Number of registered artisanal, small- and medium-scale enterprises participating in productive sector value chains Baseline: 300 Target: 1500 Data source: Ministries of Finance, Commence, and Mines reports, line ministry reports Frequency: Annual	Cabinet Office, Ministry of Commerce Trade and Industry; Ministry Agriculture; Ministry of Mines, Energy and Water and Development (MMEWD); Ministry of Tourism Lands and Environment; Ministry of Finance	**Regular**: 3,000,000 **Other:** 47,000,000
1.2 Number of hectares (ha) of forest coverage lost due to deforestation annually Baseline (2013): 300,000 Target (2021): 230,000	Integrated Land Use Assessment (ILUA), State of the Environment Report, Ministry of Tourism, Lands and Environment reports ZEMA Greenhouse Gas Inventory Unit Reports, National Communication on Climate	**Output 1.2.** MLNREP and its partners have developed policies, systems and measures at national and sub-national levels for sustainable management of natural resources, ecosystem services, chemicals and waste Indicator: Number of hectares of forest cover brought under sustainable management. Baseline (2012): 600,000	MNLREP; Zambia Environmental Management Agency (ZEMA); Community Based Natural Resources Management Board (CBNRMB)	

1.3 National annual emissions of carbon dioxide with land use, land-use change and forestry (LULUCF) activities (Giga gramme-Gg, CO2 equivalent) Baseline (2010): 54,715 Target (2021): 51,432 1.4 Percentage of renewable and alternative energy in national energy mix Baseline (2012): 0.03 Target (2021): 2	Reports, UNFCCC reports International Energy Agency Database, Rural Electrification Authority (REA) and Ministry of Mines, Energy and Water and Development (MMEWD) Reports	Target (2021): 660,000 **Data source:** MLNREP Records and Reports, ILUA, CBNRMB reports. **Frequency:** Annual	
		Output 1.3. Government has scaled up action on climate change adaptation and mitigation across sectors with increased funding and implementation status. Indicator: Annual emissions of carbon dioxide (Gg CO2 equivalent) in Agriculture, Industry, Energy, Transport and Waste Management sectors. (i) Agriculture Baseline (2000): 10,359 Target (2021): 10,319 (ii) Industry Baseline (2000): 1,006 Target (2021): 946 (iii) Energy Baseline (2000): 2,629 Target (2021): 2,550 (iv) Waste Management Baseline (2000): 412 Target (2021): 250 (v) LULUCF Baseline (2000): 40,310 Target (2021): 37,891 **Data source:** ZEMA Greenhouse Gas Inventory Unit Reports, Zambia National Climate Change Secretariat (ZCCS), MLNREP Reports **Frequency:** Annual	MLNREP; MMEWD; ZCCS; ZEMA; Zambia Metrological Department
		Output 1.4. MMEWD has developed inclusive and sustainable solutions to achieve increased energy efficiency and universal modern energy access (especially off-grid sources of renewable energy) Indicator : Megawatts of electricity generated from renewable sources of energy Baseline (2012): 23.75 Target (2021): 120.00 **Data source:** MMEWD and REA Reports Frequency: Annual **Indicator:** Percentage of households with access to renewable energy Baseline: <1% Target: 2% **Data Source:** MMEWD and REA Reports **Frequency:** Annual	MNLREP; Civil society; Private sector; utility companies, regulatory bodies and ZEMA MMEWD

NATIONAL PRIORITY OR GOAL: Equity and equality in socioeconomic development and service delivery.

PARTNERSHIP FRAMEWORK OUTCOME INVOLVING UNDP No. 2: By 2021 national institutions at all levels target, manage, coordinate and account for resources for equitable service delivery and economic growth that is based on reliable data.

Related Strategic Plan outcome 3: Countries have strengthened institutions to progressively deliver universal access to basic services. **Related Strategic Plan outcome indicator:** Level of public confidence in the delivery of basic services.				
2.1.1 Mo-Ibrahim score for Public Management Baseline (2013: 47.6 Target: (2021): 53 2.1.2 Percentage population with access to basic services disaggregated by type of service and geographical location (i) % of children in Zambia with birth registration records. Baseline (2010): 17 Target (2021): 30 (ii) % of prison population on remand Baseline (2013):33 Target (2021): 15	Mo-Ibrahim Index Reports Census Reports, Ministries of Home Affairs and Justice reports and records.	**Output 2.1.** Planning, coordination, accountability and implementing ministries have reviewed policies, plans, functions, financing, systems and implementation procedures at national and sub-national levels to deliver improved basic services and respond to priorities voiced by the public **Indicator:** Percentage of qualified Ministries, provinces and government spending agencies (MPSA) audits by the Office of the Auditor General (OAG) per year Baseline (2014): 56 Target (2021): 30 Indicator: Percentage of targeted ministries[17] that have adopted at least 3 out of 5 public service management reform areas[18] Baseline (2014): 40 Target (2021): 80 **Data source:** OAG Reports, Cabinet Office Reports, Public Sector Reform Programme Annual and Evaluation **Frequency:** Annual	Cabinet Office; Ministry of Finance; line ministries; Provinces, districts and spending agencies (MPSAs); National Assembly; Office of the Auditor General; Zambia Revenue Authority; civil society, private sector	**Regular:** 6,000,000 **Other:** 36,000,000
2.2 .1 Number of new HIV cases per year, disaggregated by gender and age group Baseline (2012):40,000 Target (2021):20,000 2.2.2 Percentage of persons living with HIV who are alive at 36 months after initiation of antiretroviral therapy Baseline (2013): 80 Target (2021: 90	UNAIDS Ministry of Health (MoH) and National AIDS Council (NAC) reports. UNAIDS MoH and NAC reports.	**Output 2.2.** MoH and partner organisations have revised policies, laws, systems and institutional arrangements for equitable, accountable and effective delivery of HIV and related services Indicator: Number of people who have access to HIV and related drugs and services. Baseline (2014): 677,000 Target (2021): 875,000 **Data source:** HMIS, NAC Information Systems, UNAIDS, MoH and NAC Reports **Frequency:** Annual	Cabinet Office, Ministries of Health, Community Development, Gender and Child Development, Local Government, and Justice; National Assembly, National AIDS Council (NAC)	
2.3 Number of legal cases brought forward to the following year (case back log) **Total** Baseline (2012): 4,592 Target (2021): 2,755 **Magistrate Court** Baseline (2012): 2,117 Target (2021): 1,270 **High Court** Baseline (2012): 2,475	Judiciary and Ministry of Justice Reports, Zambia Police reports and records Ministry of Justice Reports, Zambia Police Records, CSO reports missions reports	**Output 2.3**. The Judiciary, Ministry of Justice and related national institutions have reviewed laws, strategies, procedures, functions and financing to improve access to justice and redress	Judiciary, Academia, Zambia Law Development Commission, Ministries of Finance, Gender and Child	

[17] Targeted ministries include: Ministry of Finance (MoF), Ministry of Commerce Trade and Industry (MCTI), Ministry of Community Development, Mother and Child Health (MCDMCH), Ministry of Agriculture and Livestock (MAL), and Ministry of Chiefs and Traditional Affairs (MoCTA).

[18] The five public service reform areas are: (a) human resource management; (b) institutional; (c) leadership and management capacity development; (d) results-based management/performance management systems; and (v) cultural and behavioural remodelling.

Target (2021): 1,485 2.4 Percentage of gender-based violence cases adjudicated Baseline (2014): 31 Target (2021): 45		Indicator: Percentage of registered legal aid applicants that have received support from the Legal Aid Board Baseline (2011): 76 Target (2021): 80 **Data source:** Judiciary, Legal AID Board & National Prosecution Authority reports **Frequency:** Annual Indicator: Proportion of legal cases disposed of by the high court in a year Baseline (2012): 38%) Target (2016): 60% **Data Sources:** MoJ Reports **Frequency:** Annual	Development, and Justice, civil society, Human Rights Commission (HRC), Cabinet Office.	
		Output 2.4. Government has revised institutional arrangements, put measures in place and systems for implementation of across sector strategies to prevent and respond to sexual and gender-based violence Indicator: Number of multi-sectorial and cross sectoral services in place (including justice and security services) to prevent and address Sexual and Gender based violence Baseline: 1 Target: 2 **Data Source:** Judiciary reports, Ministry of Gender Report, Zambia Police & Ministry of Community Development reports **Frequency:** Annual	Cabinet Office, Ministries of Gender and Child Development, Justice & Chiefs, Zambia Law Development Commission, Judiciary, CSOs	
NATIONAL PRIORITY OR GOAL: Total adherence to good governance				
PARTNERSHIP FRAMEWORK OUTCOME INVOLVING UNDP #3: By 2021, All people in Zambia, including women, youth and marginalized, have equitable and effective participation in national and democratic processes, especially women, youth and marginalized groups.				
Related Strategic Plan outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance. **Related Strategic Plan outcome indicator:** Voter turnout				
3.1.1. African Parliamentary Index (API) Baseline (2012): 64.82 Target (2021): 80 3.1.2 Voter turnout in general elections Baseline (2011): 53% Target (2021): 70%	African Parliamentary Index Reports Electoral Commission of Zambia (ECZ) Reports	**Output 3.1.** Parliament, constitution making body and Electoral Commission of Zambia have developed strategies, laws, systems and institutional mechanisms to enable them to perform core functions for improved accountability, participation and representation. Indicator: Percentage of the recommendations of Committees of the National Assembly that have been implemented. Baseline (2014): 60 Target (2021): 75	Cabinet Office, political parties, Ministries of Justice & Gender and Child Development, CSOs, National Assembly of Zambia	**Regular:** 6,523,000 **Other:** 16, 000,000

3.2.1 Mo Ibrahim Index for accountability Baseline (2013): 44.9 Target (2021): 55.0	Mo-Ibrahim Index Reports	**Indicator:** Percentage of eligible voters registered as voters, disaggregated by gender and disability Baseline (2011): 83 Target (2021): 85 **Data Source:** National Assembly of Zambia, MoJ, Constitution Making Bodies and ECZ Reports **Frequency:** Annual	
3.2.2 Corruption Perception Index (CPI)e Baseline (2012): 37 Target (2021): 48	Transparency International CPI Reports	**Output 3.2** National Assembly of Zambia has developed strategies, policies and legal frameworks to address awareness, prevention and enforcement of anti-corruption measures across sectors and stakeholders Indicator: Number of proposals adopted to mitigate sector and cross sector specific corruption risks (e.g. extractive industries, and public procurement in the health and other sectors) Baseline: 0 Target: 4 **Data Source:** National Assembly of Zambia, Office of Auditor General (OAG) Report, Parliamentary Committee & Cabinet Office reports **Frequency: Annual**	Cabinet Office, Ministry of Justice, Judiciary Committees, Accounts Committee of the National Assembly, OAG, Zambia Public Procurement Authority (ZPPA), CSOs, Investigator General, Officers of the Court
3.1.1 Mo Ibrahim Index for participation and human rights Baseline (2013): 60.4 Target (2021): 65.0	Mo-Ibrahim Index Reports	**Output 3.3.** CSOs have developed frameworks, strategic Plans, and platforms for effective engagement with government on national development and parallel reporting on regional and international conventions Indicator: Number of functional civil society engagement platforms and mechanisms in place to engage national institutions and communities on critical development issues Baseline (2014): 4 Target: 8 **Data Source:** NGO Governing Council Reports & Ministry of Community Development Reports **Frequency:** Annual	CSOs, Ministry of Community Development and Youth, National Assembly
3.4 Percentage of land brought under protected area management system Baseline (2014): 19 Target (2021): 25	Integrated Land Use Assessments, State of the Environment Report, MLNREP Reports, ZEMA Reports	**Output 3.4.** National institutions have revised legal and regulatory frameworks, policies, strategies and systems to ensure conservation and sustainable use of natural resources and biodiversity in line with international conventions and national legislation **Indicator:** Number of legal and institutional frameworks developed/ revised for conservation, sustainable use, access and benefit sharing of natural resources Baseline (2014): 3 Target (2021): 6	Ministry of Tourism, Lands and Environment, ZEMA

		Data Source: MLNREP and ZEMA Reports **Frequency:** Annual **Indicator:** Number of arrests made per year for poaching of wildlife in the Kafue National Park and its Game Management Areas (GMAs) Baseline (2013): 915 cases Target (2021): 305 cases **Data Source:** MLNREP Reports **Frequency:** Annual **Indicator:** Volume of illegal charcoal produced in targeted areas in Kafue National Park and its Game Management Areas (GMAs) Baseline (2014): 5,616 Tons Target (2021): 2,246 Tons **Data Source:** MLNREP Reports **Frequency:** Annual		
NATIONAL PRIORITY OR GOAL: Total adherence to good governance				
PARTNERSHIP FRAMEWORK OUTCOME INVOLVING UNDP #4: By 2021, All people in Zambia, including the large number of marginalized and vulnerable people, have greater understanding of their rights and are able to claim them, have greater human security, have access to justice and have equal opportunity under the law.				
Related Strategic Plan outcome 2: Citizen expectations for voice, development, the rule of law and accountability are met by stronger systems of democratic governance **Related Strategic Plan outcome Indicator:** Percentage of women in national Parliament.				
4.1 Percentage of human right cases reported to the Human Rights Commission that have been investigated and concluded Baseline (2014): 79 Target (2021): 85	HRC Annual State of Rights Reports	**Output 4.1** Human Rights Commission has developed strategies, procedures, and systems to perform core functions for advocating the domestication and fulfilment of human rights in line with regional and international treaties and conventions Indicator: Number of functional **service provider-media-community level** engagement forums for the fulfilment of ratified regional and international human rights obligations Baseline (2014): 0 Target (2021): 3 **Data Source:** Annual Human Rights Report, Human Rights Commission Records, CSO Reports **Frequency:** Annual	Cabinet Office, HRC, CSO, National Assembly, Judiciary, law enforcement agencies, Ministry of Gender and Child Development	**Regular:** 1,000,000 **Other:** 4,477,000
4.2 Mo Ibrahim index for participation and human rights Baseline (2014): 60.4 Target (2021): 65	Mo-Ibrahim Index Reports	**Output 4.2.** Communities, CSOs and marginalized groups have developed networks, coalitions to fight discrimination and address emerging issues (such as environmental, electoral justice, people affected by HIV, people living with a disability, women, minorities and migrants)	Cabinet Office, National AIDS Council, Human Rights Commission , Ministry of Gender and Child Development, CSOs	

4.3 Gender Inequality Index (GII)) Baseline (2014): 0.617 Target (2021): 0.550	HDRs	Indicator: Number of networks and coalitions established to fight (e.g. people affected by HIV, people living with a disability, women, minorities and migrants) **Baseline:** 3 **Target:** 5 **Data Source:** Governance Secretariat & Cabinet Office Reports, HRC Report, NAC **Frequency** :Every two years		
		Output 4.3. Line ministries driving national economic growth have developed evidence-informed national strategies and partnerships to advance gender equality and women's empowerment Indicator: Number of line ministries driving economic growth that have adopted at least 50% of the gender mainstreaming tools Baseline (2014): 0 Target (2021): 8 Indicator: Percentage of members of parliament and councillors who are women (i) Parliament Baseline (2014): 13 Target (2021): 30 (ii) Councillors Baseline (2014): 6 Target(2021): 30 **Data Source:** Central Statistics Office Reports, line ministry reports, Ministry of Gender and Child Development reports **Frequency** Annual	Ministries of Finance, Ministry of Gender and Child Development, line ministries, Central Statistical Office	
Total resources			**Regular (TRAC)**	**16,523,000**
			Other	**103,477,000**